

2 March 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Conversation with Bill Hyland

1. At the DCI's request I discussed the organization of national intelligence production with Hyland on 1 March.

2. Hyland does not have any fully-formed ideas in this field. He is concerned, however, over the quality of national estimates. He would like to see a Board reconstituted, and supported by a dedicated staff. At least to some extent this reflects his own experience, as he was a highly competent member of the old National Estimates Staff. I would interpret his concern as being more on the quality of the product than on the mechanisms used to produce it.

3. In the course of developing the above, he had several additional observations:

-- He believes a successor to USIB is necessary, but he would eliminate the present peripheral members, ERDA, ASDI, and FBI, and would make Treasury's membership intermittent.

-- He would consider some form of USIB working group, perhaps chaired by the DDI, to handle less important papers.

-- He believes the present national estimates, other than the major military ones, are "lousy". He thinks unilateral memoranda are much better.

-- He would not entangle current intelligence production with a national intelligence apparatus.

-- It would be desirable to involve State/INR more deeply in national intelligence production. This struck me as somewhat ironic, coming from a man who as Director of INR had refused to participate in almost any aspect of national production.

4. After some discussion of the old Watch Committee, he suggested that there was considerable value in some sort of high-level weekly tour d'horizon. This might take the form of a weekly report to the President by the DCI, perhaps delivered at his Friday appointment with the President. It would contain 3 to 4 items a week and would run 5 to 7 pages overall. It would not be primarily a warning document but would rather address whatever topics were at the top of the DCI's list for that week. Its contents would be no-holds-barred, and it would receive first priority attention from the best talent the DCI had. Copies would go to Scowcroft, Kissinger and Rumsfeld only.

RICHARD LEHMAN